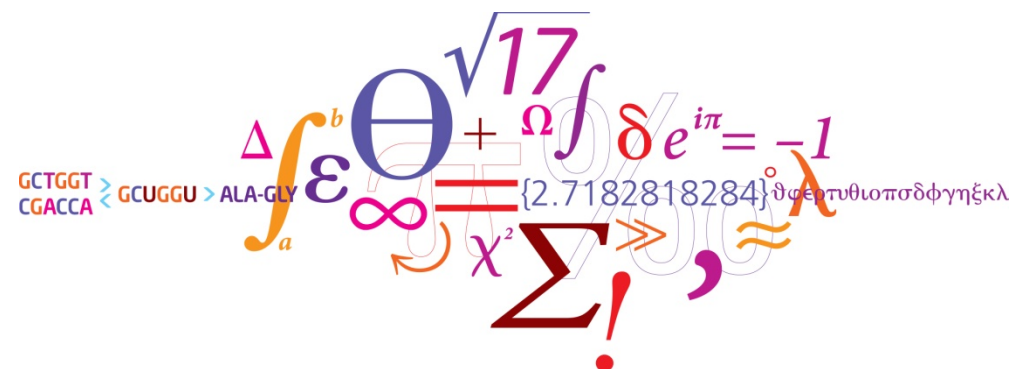


What is a Project?

Irene Kouskoumvekaki,
Associate Professor



Today's Programme



2011: June 2011 (Mon 6th - Mon 27th)

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1 Programme June 2011

- 1.1 June 6
- 1.2 June 7
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- 1.4 June 9
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- 1.6 June 14
- 1.7 June 15
- 1.8 June 16-24
- 1.9 June 27

Programme June 2011

Lectures and exercises will take place from 9.00 to 16.00 in room 018, building 210.

Classes will be a mixture of lectures and group/individual work.

Please note: The program may change slightly along the way. The exact content of powerpoint slides and handouts may change up to the last minute!

June 6

9.00 - 12.00

Lecture 1: Introduction to the course and general overview

Lecture 2: What is a Project? Definition, Standards and Norms

Teacher: Irene Kouskoumvekaki

13.00 - 16.00

Lecture 3: Goal Directed Project Management, part 1: *Project Foundation*

Teacher: Irene Kouskoumvekaki

Small exercise:

*Take a post-it and write down one task that IS a project and
one task that IS NOT a project*

***What* is a project?**

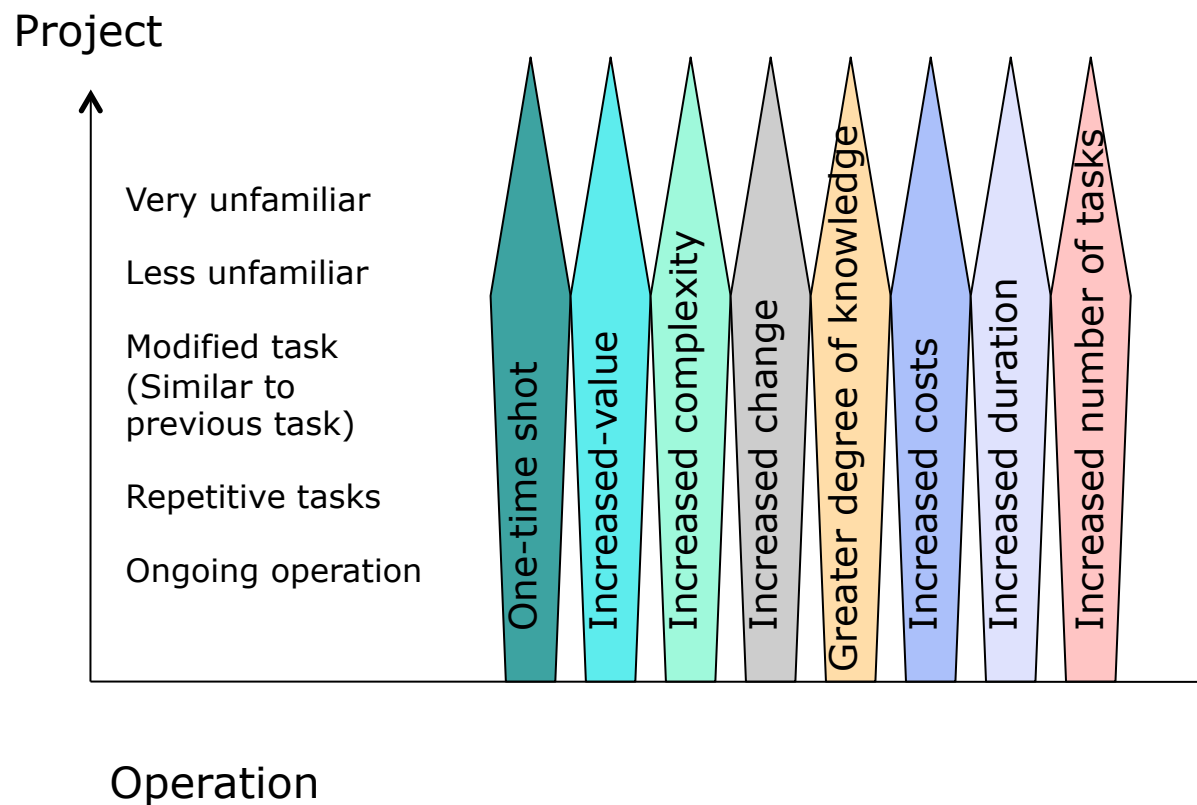
from latin: projectum – something that comes before
everything else happens

- A project is in contrast to business as usual
- A project is something that changes a situation

Examples of projects

- To bake a cake
- To organize a party
- To build a bridge
- To find a new employee
- To reduce cost in an organisation
- To develop a new product
- To write a scientific paper
- To start a new company

Operation and Project



***What* is a project? (the bright side)**

- Is a unique task
- Is designed to attain a specific result
- Requires a variety of resources
- Is limited in time

***What* is a project? (the dark side)**

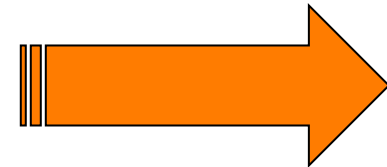
- Involves new and unknown tasks
- Leads to changes in people's daily work or living conditions
- Might be difficult to find the right people at the right time, and if they are available, they have different backgrounds and are not used to working together
- Is subject to a strict deadline

Bake a cake for my boyfriend's birthday party



How to start?

- Why do I want to bake a cake?
- What type of cake do I want to bake?
- When shall it be ready?
- Who else is involved/has a saying?
- When shall I do it and how long will it take?



Project Foundation

- Deciding the purpose of the project
- Deciding the goals of the project
- Stakeholder analysis
- Principle responsibility chart



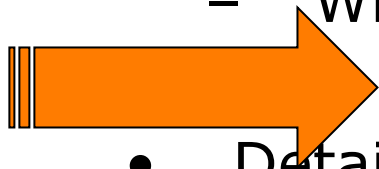
How to proceed?

- What exactly should be accomplished
- How it should be accomplished



Project planning

- Global planning
 - What should be accomplished (milestone planning)
- Detail planning
 - How it should be accomplished (activity planning)



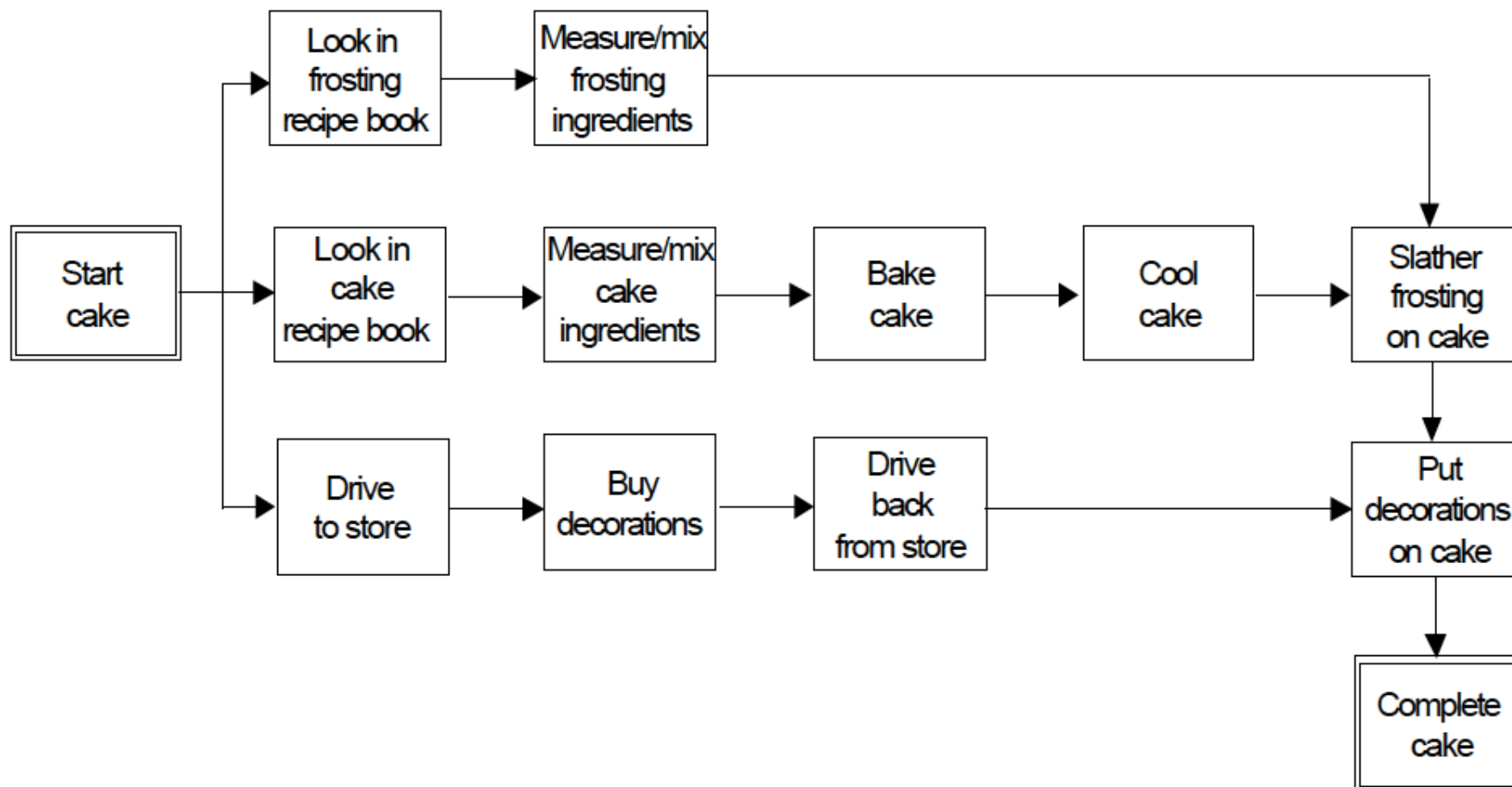
Milestone planning



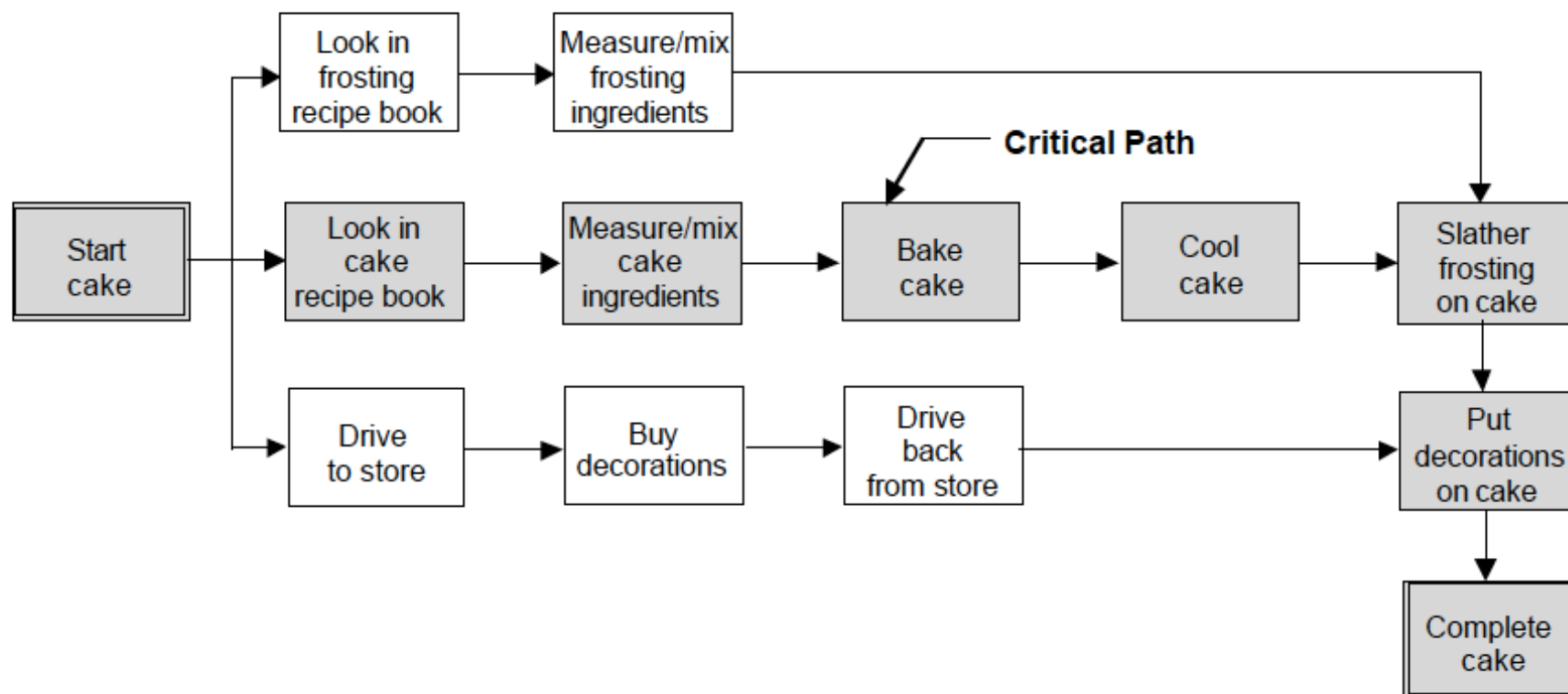
Activity planning (Work Breakdown Structure – WBS)



Result paths



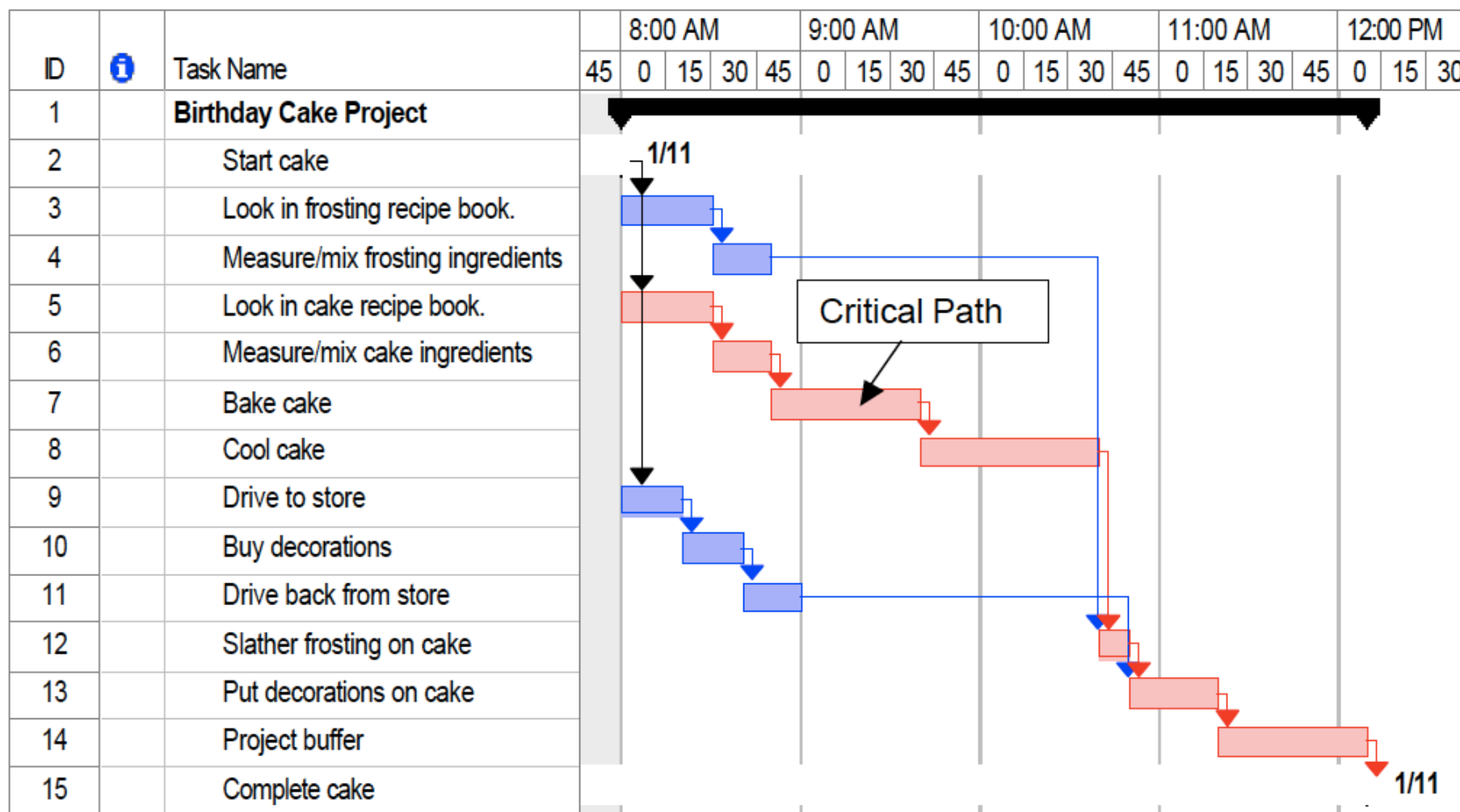
Critical path



Responsibility chart with time scheduling

Start	Hour					End		Me	My flatmate	My mom
	8	9	10	11	12					
1/11	●—●					1/11	M1		X/P	
1/11	●—●—●					1/11	M2	X/P	T	A
1/11	●—●					1/11	M3	X/P	T	A
1/11				●—●		1/11	M4	X/P	T	A

Activity responsibility chart with time scheduling



International Project Management Organizations

PMI: Project Management Institute

ISO: International Organization for Standardization

IPMA: International Project Management Association

PRINCE2: Projects in Controlled Environments

CMMI: Capability Maturity Model Integration

APM: Association of Project Management

International Project Management Organizations

PMI: PMBOK (Project Management Body of Knowledge)

ISO: ISO10006

IPMA: ICB (IPMA Competence Baseline)

PRINCE2: PRINCE2 manual

Project Definition according to PMI

A project is a temporary endeavour undertaken to create a unique product or service. Temporary means that every project has a definite beginning and end. Unique means that the product or service is different in some distinguishing way from all the other products or services.

Project Management Definition according to PMI

Project Management is the application of knowledge, skills, tools, and techniques to project activities to meet project requirements

Goal Directed Project Management

- GDPM was introduced in the '80 by a group of project management consultants
- Light-touch and non-bureaucratic approach that breaks down the complexities of project management using simple, practical techniques
- Can be understood and adopted by people who are not professional project managers
- Is completely complementary and can be used to increase the effectiveness of recognised methodologies such as PRINCE2, APM and PMI

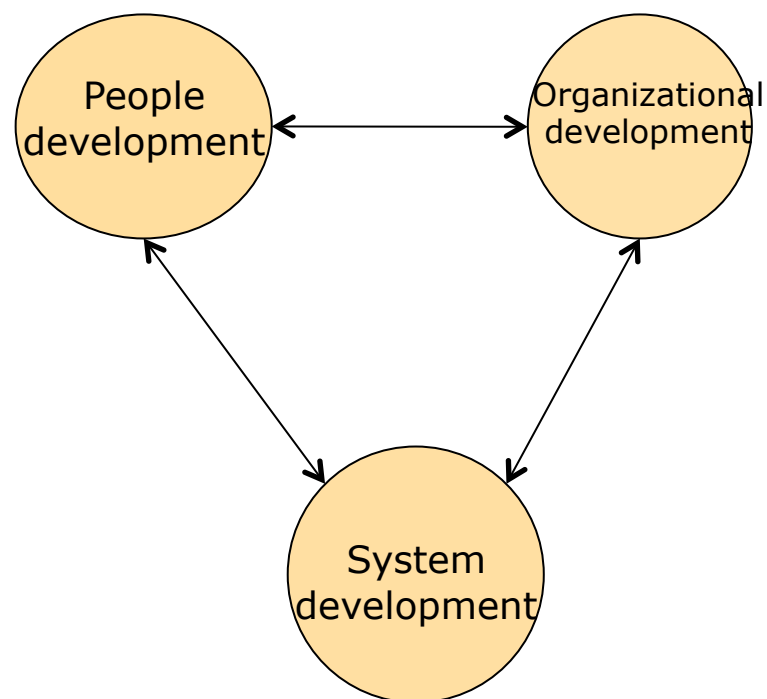
Stage Divisions

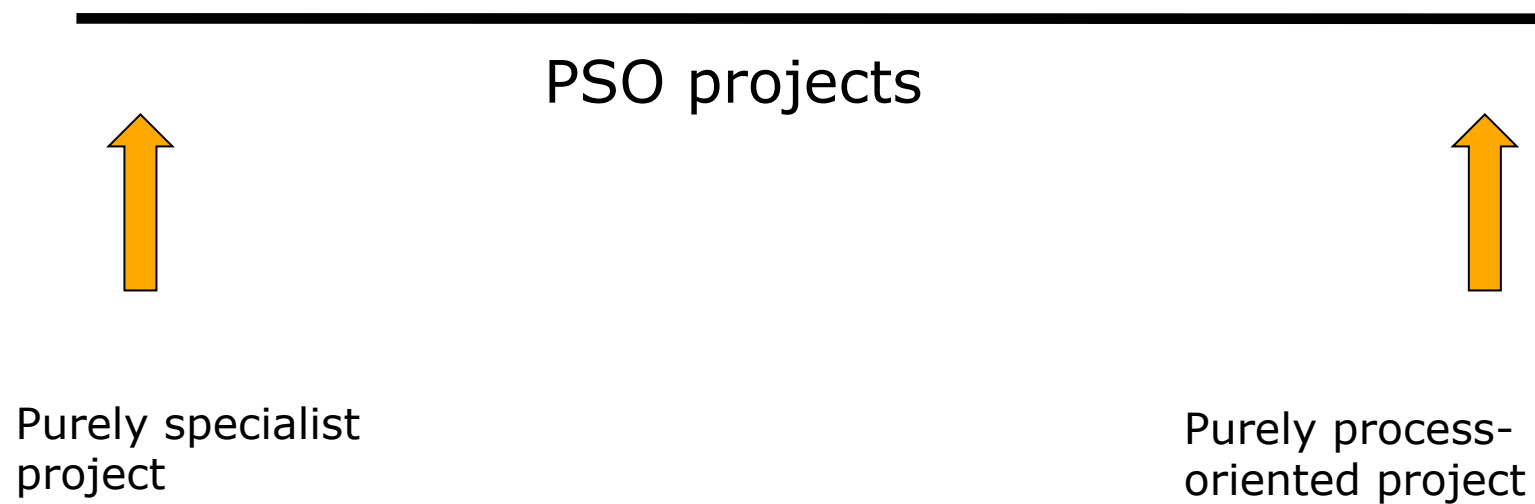
	PMI	GDPM
Opportunity identification	Initiating	Foundation
Planning and specification stage	Planning	Planning
Execution, control and monitoring stage	Execution Monitoring and Controlling	Organizing Controlling
Product handover and project evaluation	Closing	
Operations and maintenance stage		

PSO Projects

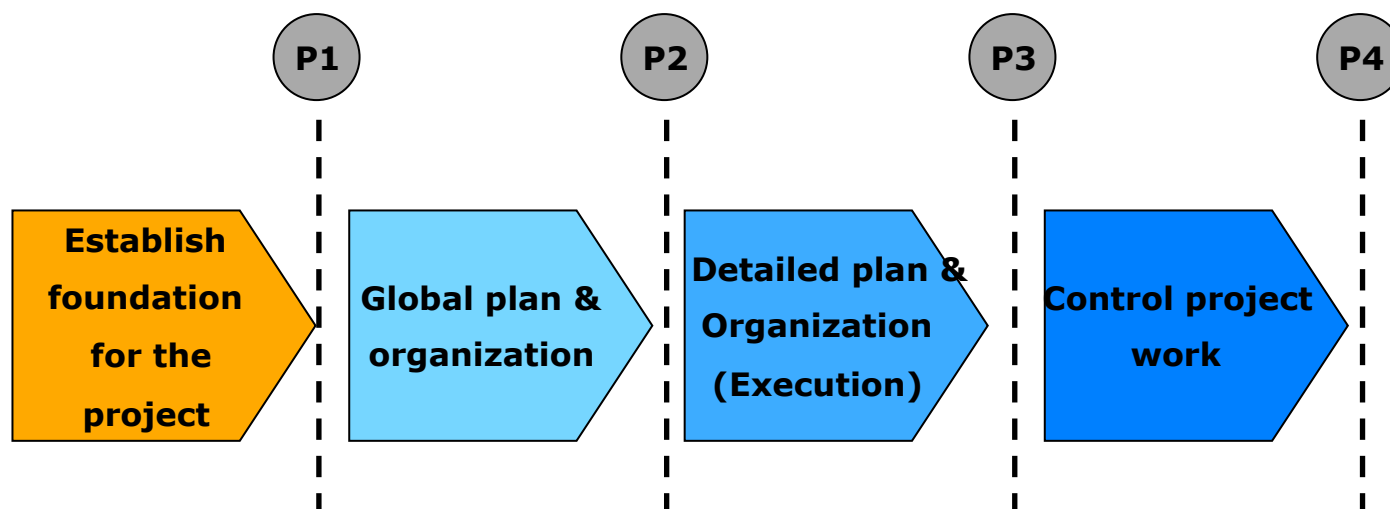
Development of

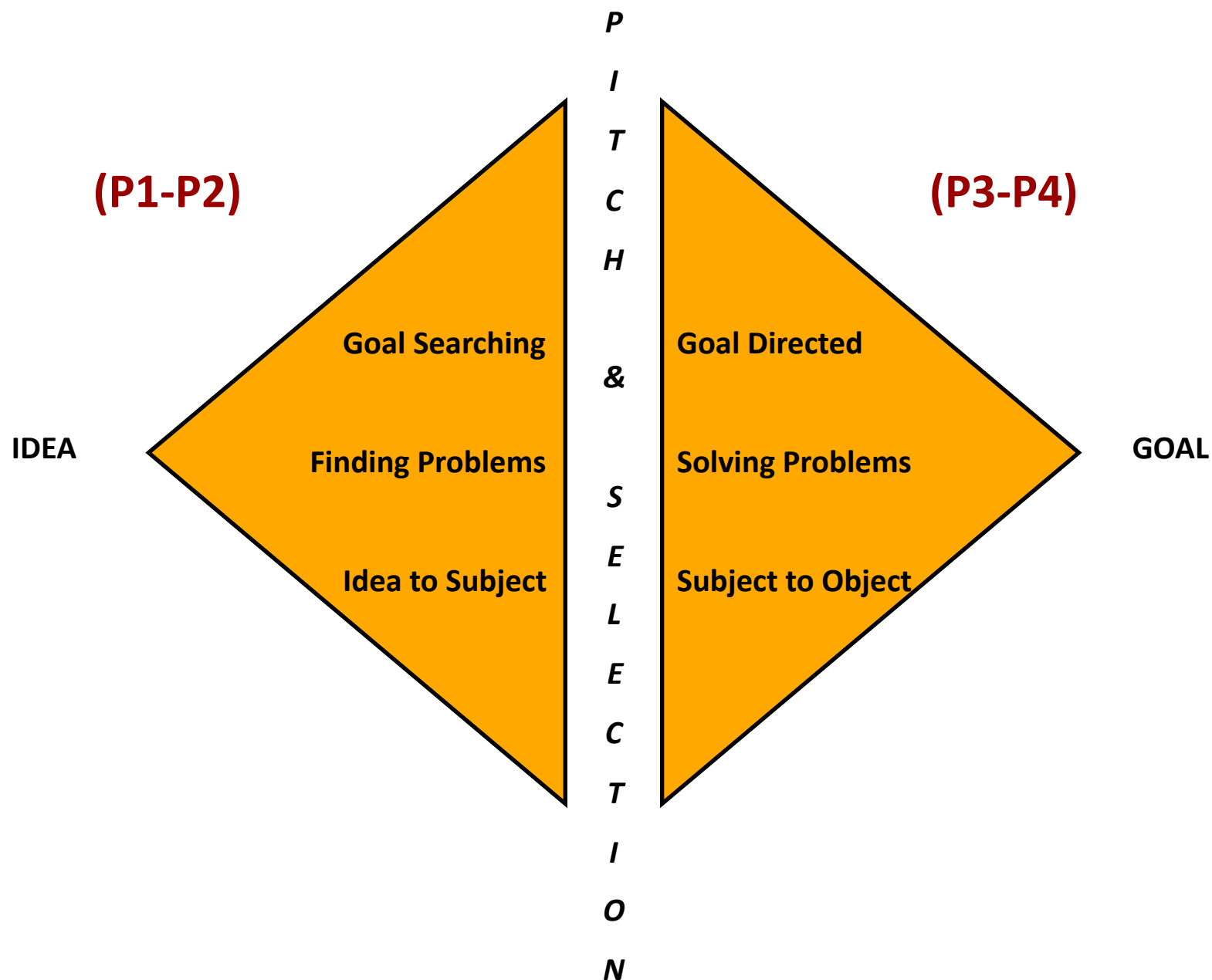
- People
- System
- Organization





General Project *phases*





Foundation of the project

- Deciding the purpose of the project
- Stakeholder analysis
- The project mandate
- Principle responsibility chart

Global planning of the project

- Achieve a common understanding of the task to be resolved
- Obtain an overview of the work to be carried out
- Lay the foundation for allocating and committing resources
- Lay the foundation for a suitable organization of work
- Lay the foundation for monitoring and control

Global organization of the project

- Clarification of all roles and responsibilities
- Defining decision-making responsibilities
- Communicating effectively
- Flexibility

Detail planning and organization

- Important clarification process that brings attention to all important matters regarding the plan
- Determine how to reach the milestones within the time limits and the resources allocated
- Organize work around the decided activities

Control of the project

Reporting progress in relation to the plan

Analysing variance between progress and plan

Deciding which actions should be taken to eliminate variances

Taking action

Questions?

